

Critical Thinking Questions as Assignment:

Instructions: Answer any one question from each section. More you try with complex situation, will get higher marks

Section A

1. Consider a branded fresh coffee retailer like Café Coffee Day in India. What are the key supply chain issues that you would focus on and how would you deploy push and pull boundaries for the business?
2. Consider recessionary economic trends as experienced in the late 2020. You are a supply chain manager of Travel & Tourism company. How would you make your supply chain agile? Alternatively, what recommendations would you suggest for the management for a near term handling of the situations?
3. You are appointed as chairman of a local fruits and vegetable market, which acts as a hub in your city. How would you assess the driver and improve effectiveness? You must focus more on cross-functional drivers in improving effectiveness. A few observations include: arrivals are in early morning between 3 a.m. and 4.45 a.m. Institutional buyers and resellers buy between 5 a.m and 7 a.m. Retail and small resellers buy till 1 p.m. At 1 p.m., it is assessed that balance stocks available during the weekend are low at 15 per cent, whereas during midweek it goes up to 36 per cent. If you were to advise participating traders about selling in the market, how would you approach?
4. Discuss the scope of evaluating the services of third-party and fourth-party logistics service provider for enabling operations of an engineering firm. Use web research for the same.
5. Explain how as a strategic analyst you would look at supply chain as a strategic competitive.
6. You are a supply chain analyst with a fast growing engineering company, which has components that can be value added at the site after they are received from vendors. Based out of south India, you are currently growing at 40 per cent. Since your customers are in western and northern India, the supply Chain Head wants you to evaluate vendor development in a new engineering cluster. Explain after going through the competitiveness of the Indian engineering industry suppliers and prepare a report supporting your analysis.
7. You are the Head of Procurement of oilseeds for your vegetable oil brand of a leading food business division of an MNC. Your board is excited at the success of ITC in deploying e-choupal. You are expected to deploy similar technology for procuring groundnut and rapeseed. Explain how you would do the same with clear identification of challenges and resolution in change management.
8. An apparel manufacturer, APM has 350 retailers who sell more than 30 SKUs across India. APM's distribution network contains ten key distributors who are located in the following cities: Mumbai, Chennai, Hyderabad, Cochin, Bangalore, Bhubaneswar, Kolkata, Delhi, Jaipur, and Ahmedabad, APM receives orders and stock information from distributors via e-mail and it takes approximately two days to respond. However, the stock information across retail outlets is not visible to APM. As there is

extreme competition in the apparel sector, end customers have a wide range of choices of brands, APM is unable to decrease its price as it would affect its bottom line directly. On the other hand, the raw material for APM is supplied by two suppliers who are located in Ahmedabad and Surat. The suppliers follow the conventional method to accept orders and payments and have no computers for recording transactions. The management at APM was thinking of alternatives to increase profitability and reduce time to respond. If you were the supply chain manager at APM, what would be your next steps?